



COMDTINST 5310.2
SEP 15 1994

COMMANDANT INSTRUCTION 5310.2

Subj: POLICY FOR PLANS TO INTEGRATE RESERVE AND ACTIVE FORCES

- Ref:
- (a) COMDT COGARD WASHINGTON DC 151200Z AUG 94 ALCOAST 078/94
 - (b) Coast Guard Personnel Manual, COMDTINST M1000.6A (series)
 - (c) Coast Guard Reserve Administration and Training Manual,
 - (d) COMDTINST M1001.27 (series)
Personnel and Pay Procedures Manual, PPCINST M1000.2
 - (e) (series)
 - (f) SDA USER/QUERY Manual, PPCINST M5230.1 (series)
Personnel Resources (MIL & CIV) & Civilian Employment
 - (g) Ceiling Manual, COMDTINST M5312.13A (series)
(Field) Planning and Programming Manual, Volume II
COMDTINST 16010.1A (series)

1. PURPOSE. This Instruction outlines policy and procedures to achieve the following:
 - a. Restructure the Coast Guard Reserve at the field level to place reservists under the direct operational control (OPCON) of the active command augmented.
 - b. Integrate Active and Reserve Component administrative control (ADCON) structures.
 - c. Eliminate Reserve Unit Commanding Officers except in units which are to be activated intact such as Port Security Units and the TRANSCOM unit.
 - d. Develop a Reserve Personnel Allowance List (RPAL) which assigns each Selected Reserve billet a unique identifying number.
 - e. Integrate district Readiness and Reserve Division functions into other staffs.

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2. ACTION. Area and district commanders, commanders maintenance and logistics commands, commanding officers of headquarters units, Commander, Coast Guard Activities Europe, and Chiefs of Offices and special staff divisions at Headquarters shall ensure compliance with the provisions of this instruction.
3. BACKGROUND.
 - a. In line with the National Performance Review and its theme of Reinventing Government, the Coast Guard is fundamentally changing its military personnel management, support structure, and business processes to create a single military force called "Team Coast Guard", first announced in reference (a).
 - b. Team Coast Guard progressively merges the Service's active and reserve components into a single force of full-time and part-time military personnel. Elements of this force will be deployable by our lowest level field or staff commanders to provide a highly effective and efficient personnel application to any Service mission requirement. Team Coast Guard represents one set of missions, one command structure, and one administrative structure. The long-term goal is to fully integrate active and reserve commands, providing active component commanders with a rich mix of well-trained, full-time and part-time resources to respond to any contingency, while more effectively and efficiently executing day-to-day missions.
 - c. In taking this major step, the Coast Guard is responding to a new national imperative. National priorities defined by the budget process, and the National Performance Review, dictate that government today must go far beyond finding mere efficiencies. Rather, government MUST move to create much more EFFECTIVE processes, delivering substantially greater return on the taxpayer's investment in government services. The Commandant's "Coast Guard Streamlining Study" is a direct result of this mandate. We are in the vanguard of Federal Agencies with Team Coast Guard. Its implementation is the first of many such initiatives to achieve a quantum jump in return on the American public's investment in government services. Team Coast Guard boldly responds to the national imperative to be the best possible stewards of the public trust during a time of unprecedented change and fiscal challenge.
 - d. Team Coast Guard is more than just a response, however. We are building on several years of studies, prototypes, and information systems integration that laid the strategic groundwork. The Coast Guard Reserve Organization Study Team of 1994 headed by RADM Peschel, along with the findings of the G-R/G-M and G-R/G-N Natural Working Groups, the 1991 Coast Guard Reserve Policy Board, and the SPARCS '89 study, all pointed in the same direction: Team Coast

Guard. The prototypes tested in the Eleventh and Thirteenth Districts show that Team Coast Guard works. The 1988-1995 PMIS/RPMIS merger, inclusion of Reserve Pay and Points in JUMPS, and the integration of DRMIS into SDA-II, have positioned our information systems infrastructure to successfully implement Team Coast Guard. Many people for many years have been laying the groundwork, proving the concept, and living Team Coast Guard. The entire Coast Guard can now formally embrace this reality and begin the fundamental process of reinventing government.

4. DISCUSSION.

- a. The Commandant has approved the recommendations of The Reserve Organization Study Team. These recommendations are listed in paragraph 1 and described in reference (a). This Instruction provides policy for the development of district plans to implement these recommendations.
- b. The goal of integration is to dramatically increase augmentation and training while streamlining administration. The result will be fully trained reservists available for augmentation and mobilization. Because of the extensive prototyping in some districts, integration may move at different rates. However, active unit commanders at all levels must immediately become advocates as much for their reservists as they are for their active duty personnel.

5. PROCEDURES.

- a. District commanders in coordination with other Coast Guard commands in their geographic bounds shall develop plans to integrate their Active and Reserve, field unit force structures. A summary of proposed billet savings must be submitted by each district commander by 1 October 1994. These plans are to be submitted to Commandant (G-R) by 1 November 94. Plans must be fully executable by 1 October 95. Commandant (G-R) will coordinate review of the plans for approval by Commandant (G-CCS). Recommended formats for district integration plans are contained in Enclosure (2).
- b. District commanders shall also develop recommendations for a structure which integrates district Readiness and Reserve division functions into other staff elements. These plans shall be submitted to Commandant (G-R) by 1 October 1994. A consistent district organization will be approved for implementation during the 1995 assignment season.
- c. District commanders shall identify a reduction in full time support (FTS) billets equivalent to a minimum of 15% of the Reserve Training (RT) funded billets assigned to the district.

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- d. Districts shall begin execution of the field unit integration portion of their plan upon concurrence by Commandant (G-CCS). District plans should contain individual enclosures which Commandant (G-R) can take for action (e.g., reprogramming of full time support billets, OFCO requests to establish/disestablish Reserve units, and requests for Special Active Duty for Training (SADT) funding)
- e. All Coast Guard commands augmented by Coast Guard reservists will make plans to assume OPGON and ADCON consistent with district plans.
- f. There are two key areas which must be measured, integration of the forces themselves and the Reserve Component's contribution to Coast Guard mission performance. Enclosure (5) describes the tools and general process which will be used to measure integration. Measurement of the Reserve Component's contribution to Coast Guard missions is under development and will be addressed separately.
- g. Headquarters program directors should make changes to their planning documents to accurately reflect transitional changes necessitated by the reorganization.
- h. Normal procedures for the reprogramming of resources will be followed. However, Commandant (G-R) will expedite the review process. Aspects of plans which call for the reprogramming of billets or the establishment/ disestablishment of units will be processed in accordance with existing policy and procedures. District commanders will develop integration plans that strictly comply with the following attributes:
 - (1) Structure.
 - (a) Collocate all reserve units with an active command or detachment, unless a clear, overriding operational or active duty support mission demands maintenance of a separate non-located Reserve Unit. Because the ultimate goal is to integrate reservists into the same OPFAC as the active command they serve, current detachments should be replued by a Reserve OPFAC at each active command augmented. This approach clearly aligns reservists with their active duty commanding officer.
 - (b) Disestablish the Reserve Personnel Reporting Unit (RPERSRU). Plans should include proposed redistribution of Reserve billets as needed in the new structure. Remaining billets should be identified as program savings.

- (c) Reserve controlled spaces and personal property, including small boats, will be transferred via Form DD 1149 to active commands or surveyed (Form DD 5269) for abandonment/destruction. Contact Commandant (G-CFM-3) to delete Reserve OPFAC from PPA headquarters records. Savings created by abandoning leased space will be identified in the plan for return to the Commandant. Boats and property belonging to units which mobilize as complete entities will retain control of their property (i.e., PSUs and MARDEZ Units).
- (d) The Reserve unit is subordinate to the augmented, active unit and exists for accounting purposes. Reservists will receive tasking from only one command, their active duty unit.
- (e) District Commanders will propose a RPAL in a two-step process using the guidance provided in Enclosure (6).
 - 1. The first step will be to identify the active units where reservists drill and augment. Attachment (a) in Enclosure (6) is an example of such a listing of personnel, sorted by reserve unit, with instructions. The actual list for each district will be delivered by Commandant (G-RST) to each district (rs) as an E-mail attachment. Edit the file, adding the active unit information required, and return the edited file as an E-mail attachment to CWO Dick Bates (r.bates/g-rn02) by 1 November 1994. This process will facilitate entry of the information into a database which will serve as a baseline for RPAL development, and enable the measurement of the contribution of reservists to units and operating programs.
 - 2. The second step will be to propose an RPAL based on: district units' highest mission priorities; the most probable part-time, seasonal, and surge tasks and operations; and augmentation training opportunities. Billets committed to deployable Port Security Units, Strike Teams, TRANSCOM, and HDC shall be included in the proposed RPAL. Attachment (b) to Enclosure (6) is an example of the format to use, with specific instructions. This example, and a template for the form, will be delivered by Commandant (G-RST) to district (rs) as an E-mail attachment to facilitate data entry and reply. Again, this will be used to develop the database that will eventually be the RPAL.
 - 3. District commanders shall coordinate with all commands in the districts' geographic bounds including Area, MLC, and HQ commands, to provide a fair distribution of billets. Commandant (G-R)

will insure that nationwide CPAL (mobilization) requirements are satisfied. Current maximum billet authorizations for all districts are contained in Enclosure (7) and will also be addressed in detail in the forthcoming FY95 Force Management Planning Initiative.

- (f) RPAL will be built by G-R using District input, reviewed by the Office of the Chief of Staff, and approved by the Commandant. After approval and until the Spring/Summer of 1995, as an interim measure, G-R will manage RPAL and District Commanders should notify G-R of necessary changes. This will allow changes to be easily made as RPAL matures. In the Spring/Summer of 1995 RPAL will merge with PAL in the Office of the Chief of Staff. Once the merger is completed and announced, changes must be requested to Commandant (G-CPA) in the same manner as changes to the PAL. This will allow the Chief of Staff to exercise necessary control over Coast Guard resources. After the PAL-RPAL merger, District Commanders will retain authority to temporarily relocate RPAL billets assigned to the district office and district units for periods up to 60 days.
 - (g) Plan for the integration of Readiness and Reserve Division functions into other staffs. When planning for the merger of the RPERSRU with active PERSRUs, and the merger of the Readiness and Reserve Division with other staffs identify a minimum 15% savings in currently assigned billets.
 - (h) The RT appropriation will continue to provide support for reservists. As a result district commanders may identify either RT or OE billet savings. For example, if the district plan includes establishment of an 0-3 training officer in the Administration Division and the billet will replace a current W-4, the plan should show an RT funded 0-3 billet moving to the Administration Division and the saving of an OE W-4 billet.
 - (i) IRR members assigned to drilling units will be serviced by the PERSRU that services the active unit that the members augment. IRR members in the district 87400 OPFAC are a resource of the district commander. Therefore, the PERSRU which supports the district staff will have responsibility for the xx-87400. The commanding officer of the IRR will be assigned from among officers in the administrative chain of command.
- (2) Logistics.
- (a) Annual budget requests for tools/equipment/supplies necessary to support RPAL billets will be made by the

organizational element (i.e., Area and District Staff components, Headquarters Commands, as well as operational units and detachments) assigned the billets and forwarded to the district commander, for consideration in the normal budgetary process. Those items not funded under the District Budget Model should be sent to Commandant (G-R) to compete for nonrecurring funding until a funding standard is developed by Commandant (G-R) for inclusion in the District Budget Model.

- (b) Specifics of RT funds management based on the D11 prototype are being developed by Commandant (G-RSP) and will be provided separately. The goal is to give maximum control to the active duty command while maintaining accountability for expenditures consistent with the provisions of the RT appropriation.
 - (c) Requests for SADT to assist in the transition to the integrated organization may be included in each district's plan. Short-term inefficiencies may be anticipated as billets are reprogrammed, as Reserve administrative personnel are integrated directly into the active organization, and as PERSRUs/administrative elements adjust to offering service on weekends. Ensure any significant administrative burden created by assigning reservists to the active command is offset by Selected Reservists in administrative ratings, Reserve funded billets/positions, and/or SADT. Formal school quota management currently performed by Commandant (G-RST) will continue.
 - (d) Assigning of members of the Ready Reserve will remain a district commander responsibility and generally should follow policies and procedures currently in force. To carry out this responsibility districts may establish and maintain a personnel file.
- (3) Training.
- (a) Annual authorization for ADT expenditure authority will be delegated by the district commander, to organizational elements with RPAL billets. Fund accounting will remain a district level responsibility.
 - (b) Nonresident school requirements and requests for quotas for reservists will be managed at the active unit level in the same manner as training requirements for active members. Requests will be submitted to and funded by the district commander, in the same manner as for active duty members.
 - (c) Reserve officers will work to develop an operational specialty as their primary focus. Reserve officers

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should only be assigned administrative duties in the same proportion as an active duty officer assigned to the active command.

- (d) All enlisted administrative personnel (YN & SK) will be integrated into the active duty administrative support structure, i.e., not to serve as administrators in a "Reserve Department" of the active unit.
- (e) Commandant (G-RST), working with appropriate program managers, will develop a Career Guide for SELRES Officers.

(4) Administrative Support.

- (a) There will be no RPERSRUs or Reserve Management Support Activities (RMSAs). The active duty PERSRU which services the active command will also service reservists integrated into the command. A key element to consider in the plan is the Source Data Automation II (SDAII) software, scheduled for introduction starting in November 1994.
- (b) PERSRUs will be capable of performing DRMIS functions with the installation of SDAII. All PERSRUS servicing drilling reservists will be required to submit Unit Attendance Reports (UARs) upon installation of SDAII. Enclosure (4) is a schedule of the planned installation of SDAII. Specific sites and time frames will be handled under separate cover by the SDAII Project Team.
- (c) Administrative support of reservists and the scheduling of their training and work will be performed by the organizational element that provides similar functions for active duty personnel.
- (d) Support assets (initially RPERSRU and stationkeeper billets if not offered as savings) will be transferred from the Reserve Branch to the organizational element (district or field) which provides similar support to the active service. Standard workstations are to be deployed with the billet/function they are currently assigned to in accordance with the Workstation Allowance List criteria and requirements coordinated through the district (dr).
- (e) Enclosure (3) contains RPERSRU, Administrative Support Staff responsibilities, and District Reserve Branch functions. Major tasks associated with personnel and administrative support of a reservist are listed. Most tasks are identical to the tasks associated with an active duty member.

- (f) FTS support for SELRES service records transferred to PERSRUs should be based on 200 records per servicing yeoman. No staffing standard exists for general administration or IRR records management. General administration should be based on best professional opinion taking into account that inactive duty for training (IDT) and annual duty for training (ADT) support from clerical personnel will be available. Also, use of SADT should be considered in handling PERSRU and administration support. IRR workload should be based on existing district experience.
- (5) Command and Control.
- (a) Reserve units will maintain their unique OPFAC number for personnel and pay accounting. The commanding officer of the augmented command will designate a reserve member to serve as the Reserve Command Advisor. This is a collateral duty and not intended to function as an executive officer for reserve matters. Opportunities for Inactive Reserve officers to command will be severely curtailed, but not eliminated. Opportunities remaining will include the deployable Port Security Units and TRANSCOM.
 - (b) Only in unusual circumstances will the senior reserve member assigned to the organizational element be senior in grade to the senior active member.
 - (c) The active duty commanding officer will be the operational commander for augmenting reservists and will be responsible for reservists in the same manner as for active personnel assigned.
 - (d) Reserve officers must have at least one active duty officer in their rating chain, either as Supervisor or Reporting Officer.
 - (e) The active duty commanding officer/officer in charge will be Reporting Officer/Marking Officer for the Reserve Command Advisor.
 - (f) Reserve enlisted personnel will be integrated into the normal evaluation process, based upon their work assignment.
- i. Commander, Eighth Coast Guard District is authorized to proceed through the integration described in this Instruction and to prototype the integration of drilling reservists into active component commands without a reserve unit structure.

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6. DIRECTIVES AFFECTED. Appropriate aspects of this directive will be included in future changes to references (b), (c), (d), and (e).

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Chief of Staff

- Encl: (1) Minimum FTS billet savings by district
(2) District integration plan formats
(3) RS Branch Task/Functions
(4) Schedule for SDAII installations
(5) Measurement Plan
(6) RPAL Input Formats and
(7) FY95 District SELRES Strength Targets.

Minimum FTS billet savings by district

First Coast Guard District	6
Second Coast Guard District	2
Fifth Coast Guard District	5
Seventh Coast Guard District	4
Eighth Coast Guard District	4
Ninth Coast Guard District	3
Eleventh Coast Guard District	5
Thirteenth Coast Guard District	3
Fourteenth Coast Guard District	1
Seventeenth Coast Guard District	1

* Reductions can come directly from RT efficiency gains or OE reductions resulting from RT billets being used to reimburse proportionally for support from integrated support elements.

Encl. (2) to COMDTINST 5310.2

District integration plan formats

Encl. (2) to COMDTINST 5310.2

Reserve Unit Structure Format
Current and planned units

Current Organization
(footnoted to highlight proposed changes)

Reserve Unit (SELRES/IRR strength)

Augmented Command/Commands

CGRESGP BALTIMORE¹ (05-88360) (22/0)
CGRU Curtis Bay³ (05-82361) (19/1)
CGRU Baltimore (05-82366) (84/2)

CGRU Annapolis (05-82362) (34/0)
CGRU Ocean City (05-82395) (23/0)
CGRU Stillpond (05-82363) (18/0)
CGRU St. Inigoes (05-82368) (26/0)

CGRESGP HEADQUARTERS¹ (05-88340) (7/8)
CGRU Headquarters^{3/4} (G-TGC) (05-84341) (21/1)
CGRU Headquarters¹ (G-CAS) (05-83343) (23/2)
CGRU Washington¹ (05-82364) (48/4)
CGRU Washington¹ (G-M) (05-82342) (3/0)
VTU Washington¹ (05-80132) (0/13)

RU Oversight
CG Yard
CG MSO Baltimore
CG Group Baltimore
CG Station Baltimore
CG Station Annapolis
CG Station Ocean City
CG Station Stillpond
CG Station St. Inigoes

RU Oversight
CGHQ
CGHQ
CGHQ
CGHQ
CGHQ

- ¹ Disestablish Unit
³ Name Change (Provide detailed list)
⁴ OPFC Change (Provide detailed list)

Planned Organization
(footnoted to highlight proposed
changes from current organization)

Reserve Unit (SELRES/IRR)

Augmented Command

CGRU CG Yard³ (05-82361) (19/1)
CGRU MSO Baltimore (05-82366) (84/2)
CGRU Group Baltimore²
CGRU Station Baltimore²
CGRU Annapolis (05-82362) (34/0)
CGRU Ocean City (05-82395) (23/0)
CGRU Stillpond (05-82363) (18/0)
CGRU St. Inigoes (05-82368) (26/0)

CGRU CG Headquarters³ (05-84341) (102/28)

CG Yard
CG MSO Baltimore
CG Group Baltimore
CG Station Baltimore
CG Station Annapolis
CG Station Ocean City
CG Station Stillpond
CG Station St. Inigoes

CG Headquarters

- ² Establish Unit
³ Name Change (Provide detailed list)
⁴ OPFC Change (Provide detailed list)

Active/Reserve PERSRU and Administrative Support Format

Current and planned PERSRU			
PERSRU	Current No. of Members Served (SELRES/IRR)	Planned No. of Members Served (SELRES/IRR)	FTS Billets Reprogrammed to or from PERSRU(+/-)
D5 RPERSRU	1200/1000	0/0*	#
D5 PERSRU	0/0	300/950	#
PERSRU Philadelphia	0/0	250/5	#
PERSRU Cape May	0/0	250/5	#
PERSRU Baltimore	0/0	250/5	#
PERSRU Washington	0/0	100/30	#
PERSRU Yorktown	0/0	50/5	#

*Disestablished

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Current and planned servicing PERSRU by Reserve Unit

Reserve Unit	No. of Members (SELRES/IRR)	Current PERSRU	Planned PERSRU	Date of Change
CGRU CG Yard (05-82361)(19/1)		D5 RPERSRU	PERSRU Baltimore	
CGRU MSO Baltimore (05-82366)(84/2)		D5 RPERSRU	PERSRU Baltimore	
CGRU Group Baltimore		D5 RPERSRU	PERSRU Baltimore	
CGRU Station Baltimore		D5 RPERSRU	PERSRU Baltimore	
CGRU Annapolis (05-82362)(34/0)		D5 RPERSRU	PERSRU Baltimore	
CGRU Ocean City (05-82395)(23/0)		D5 RPERSRU	PERSRU Baltimore	
CGRU Stillpond (05-82363)(18/0)		D5 RPERSRU	PERSRU Baltimore	
CGRU St. Inigoes (05-82368)(26/0)		D5 RPERSRU	PERSRU Baltimore	
CGRU CG Headquarters (05-84341)(102/28)		D5 RPERSRU	PERSRU Washington	
D5 87400 (0/950)		D5 RPERSRU	D5 PERSRU	

**Current and planned location of RT funded FTS billets
used in PERSRU Support overview**

	Current RT Billets (O/W/E/C)	Current RT Billets (O/W/E/C)	Planned RT Billets (O/W/E/C)
PERSRU			
D1 RPERSRU*			
D1 PERSRU			
PERSRU Portland ME			
PERSRU Governors Island			

*Disestablished

**Current and planned location of RT funded FTS billets
used in operational and administrative support overview**

UNIT	Current RT Billets (O/W/E/C)	Planned RT Billets (O/W/E/C)
Station Keeper Reserve Center Boston	0/0/1/0	0/0/0/0
Administration Office Support Center Boston	0/0/0/0	0/0/1/0
Station Keeper Governors Island	0/0/1/0	0/0/0/0
Operations/training support Group NY	0/0/0/0	0/0/1/0

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**CURRENT AND PLANNED LOCATION OF ALL RT FTS BILLETS USED
IN PERSRU AND UNIT LEVEL SUPPORT OF RESERVISTS
(do not include billets planned for reprogramming as
part of streamlining district Readiness and Reserve
division)**

Billet BCN/PCN	Current	Planned*
#####/YN1	RMSA Alameda (11-81107)	PERSRU Support Center Alameda (33-47500)
#####/YN2	RMSA Alameda (11-81107)	PERSRU Support Center Alameda (33-47500)
#####/SK2 (change to YN3)	RMSA Alameda (11-81107)	PERSRU Support Center Alameda (33-47500)

*Include OPFAC

Changes in siting of RT funded I/S Equipment

Unit	Current site number	Planned site number
Master terminal	2 RPERSRU	1 D8 PERSRU
Workstation	16 RPERSRU	3 D8 PERSRU
Workstation		1 PERSRU Corpus Cristi
Workstation		1 PERSRU Galveston

Microcomputer allocations are established by G-TTC in accordance with the Microcomputer Allowance List and procedures for changing it.

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Readiness and Reserve Division Streamlining Format
(Account for all current billets/positions)

Billet/BCN	Functions	New location/savings
#####/O-6	d(a)	savings
#####/O-6	d(r)	d(a)
#####/O-5	d(rs)	d(a)

EXAMPLE

RS Branch TASKS/FUNCTIONS

The following list of tasks/functions has been divided up into functional categories, i.e. personnel tasks, training tasks, budget and supply tasks, etc. Some tasks cross functional boundaries, and therefore two or more sections may split the responsibility of that task. Where this is the case, parenthetical comments explain what part of the task the function owns.

PERSRU FUNCTIONS

1. Process Unit Attendance Records/R985
2. Maintain Personnel Data Records
3. Process reenlistments/extensions
4. Process non-receipt of pay
5. Process BAQ dependency forms
6. Enter qual codes and experience indicator code information
7. PMIS & DRMIS data management
8. Process advancements, promotions and changes in rate
9. Research point problems
10. Reserve Transition Benefits (PMIS only)
11. Initial 8C's/accessions
12. Advance SN strikers ("A" school grads)
13. Prepare requests for statement of creditable service/sea service
14. Enter training rating indicators
15. Stand weekend duty
16. Armed Forces Reserve Medal/Reserve Good Conduct Medal
17. Process PCS/reserve personnel transfers (orders/8C's)
18. PMIS for physical exams
19. PMIS for security clearances
20. Personnel data base ADHOCs
21. Process Notices of Medical Eligibility (PMIS for pay record only, if applicable)
22. ADT/SADT/TEMAC/AD/IADT orders preparation/mail to member
23. Annual screening of Ready Reserve
24. PMIS weight probation documents
25. Process Notices of MGIB Basic Eligibility (PMIS only)

GENERAL ADMINISTRATION FUNCTIONS

1. Process and audit personnel changes (billet structure)
2. Manage the servicewide exam process, i.e. PDE review
3. Process changes to Record of Emergency Data
4. Process SGLI applications
5. Process administrative discharges
6. Process GI Bill applications
7. Distribute Commissary Cards
8. Distribute Point Statements
9. Process initial uniform allowances
10. Prepare messages to correct PDE's for servicewide exams

11. Recoupment of negative SGLI balances
12. Customer services -
 - direct phone calls to appropriate people
 - Reserve newsletter
 - handle 1-800 phone number
13. Retirement requests/tracking
14. Ready Reserve Direct Commission program (recruitment, application processing, board assignments, interviews)
15. Distribute instructions/message traffic
16. Familiarity with 20-year letter/SBP election
17. Monthly reports (with responses to PERSRU as appropriate).
18. Travel and transportation requests
19. Award verification/processing (OPNAV 1650)
20. Incoming/outgoing mail distribution
21. Process BAQ forms
22. Train Reservists while on ADT (YN/SK/Admin personnel only)
23. FY Drill Schedule
24. RTB processing
25. Data base ADHOCs as needed
26. Develop/Issue policy regarding reserve administration

MEDICAL ADMINISTRATION FUNCTIONS

1. Process NOE's, general medical payments and disability benefits
2. Tracks PE and Weigh-in requirements for officers selected for promotion and enlisted approved for advancement
3. Manage Quadrennial PE program
4. Manage Annual Weigh-In program
5. Assist management of Urinalysis program

OFFICER MANAGEMENT & ADMINISTRATION FUNCTIONS

1. OER Tracking and processing
2. Officer Selection Board management and processing
3. Officer assignments

SECURITY ADMINISTRATION FUNCTIONS

1. Manages personnel security processing
2. Conducts Local Records Checks
3. Prepares Interim Clearances as appropriate/required
4. Maintains Security Data base

TRAINING FUNCTIONS

1. Assignment of reserve enlisted to SELRES or IRR.
2. Direct RU DP data system augmentation support.
3. Manage/maintain MOBSYS (Reports, assignments, measurement.
4. Process officer EIC requests (track currency).

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5. Process Request for Reserve Orders.
6. Audit/sign Reserve Orders (ADT,SADT,APPR DUTY, TEMAC,Non-Pay).
7. Manage enlisted recruitment programs (RK, RX, RY, RP, RJ).
8. Perform ESO function for IRR (01-87400).
9. Manage RRDC Program (pre/post commission requirements only).
10. Manage MARTP Program.
11. Manage Reserve SWE Board actions and mail SWE's.
12. Manage RT Pay/Allow/Tvl Budget (RC, RD, RE, RK, RM).
13. Coordinate reserve Navy War and Staff College Applications.
14. Member of 'Exercise Working Group/Oversight Team.
15. Process Lateral/Training Rating Indicator Requests.
16. Manage all Formal ADT Quotas.
17. Serve as liaison for Senior Reserve Officer - Atlantic.
18. Issue Mobilization Orders.
19. Coordinate Augmentation Support Agreement's/Training Plans.
20. Monitor Annual Pre-mobilization Training requirements.
21. Coordinate reserve participation in Readiness Exercises.
22. Coordinate reserve Small Arms Training (SAT) with readiness branch.
23. Monitor Career Development Program process.
24. Approve DD-368 Request for Release/Discharge.
25. Perform unit visits.
26. Perform DRMIS Reserve Orders roll-over function.
27. Support reserve participation in Civil Military Cooperation Programs (ie. SeaKeepers, Anti-Hoax[proposed - FY95]).
28. Prepare DRMIS ADHOC Reports. as needed.
29. Develop/Issue district policy regarding reserve training.
30. Provide customer service through phone inquiry and newsletter.

PROCUREMENT

1. Provide purchase source information, forms, and customer support to reserve units and Reserve Centers.
2. Process reserve unit supply and equipment purchases per year.
3. Process division supply and equipment purchases per year.
4. Process Replacement In Kind uniform procurements.
5. Initial Issue uniforms when recruiting is open.
6. Procure Ration in Kind meals per year.
7. Provide IDT Berthing for reserve units.
8. Procure Reservist Awards
9. Process reservist reimbursable expense requests.
10. International Merchant Purchase Authorization Card (IMPAC) authorized users and approving authority for AFC 90 funds.
11. Process Automated Requisition Management System (ARMS) requests.
12. Maintenance agreements and contracts
13. Process Defense Logistic Agency (FEDLOG) purchase requests.
14. Process Military Standard Requisitioning and Issue Procedures (MILSTRIP) purchase requests.
15. Ratification letters for unauthorized purchases
16. Process IDT travel requests

BUDGET, FINANCE, and ADMINISTRATION

1. Plan, implement, and monitor Reserve Program Budget.
2. Process, consolidate, and administer unit budgets.
3. Process, consolidate, and administer RESCEN budget.
4. Process and administer ADT accounts.
5. LUFS transactions.
6. LUFS admin for RS, RE and TQM accounts.
7. Reconcile AFC 30 and AFC 90 program elements.
8. Monitor all accounts for errors and economies.
9. Postage program administrator for reserve units.
10. Update OPFAC manual and process OFCO requests for reserve units.
11. AT&T Phone card coordinator for Division and units.
12. Division staff travel coordinators.
13. Process and review travel claims for division.

PROPERTY and SECURITY

1. Custodian for Division accountable property.
2. Property Officer for RESCEN Reserve units.
3. Administer building Card Keys for Division and reserve units.
4. Control Division spaces access.
5. A 123 risk assessment program officer.
6. Rep to Joint Services Reserve Facilities Boards.
7. E-Mail coordinator for reserve units.

RSPO/FIELD SUPPORT TASKS

1. Liaison between reserve units and on all support functions
2. Assist RPERSRU in annual verification of BAQ, RED and DEERS
3. Assist RUCO's with OER preparation, liaison w/Officer Management Clerk.
4. Issue CG vehicle decals.
5. Issue Reserve AFID cards.
6. Maintain up to date personnel listings for recall/augmentation, provide changes to RPERSRU for PMIS updates.
7. Liaison w/(rsa) Medical Support Clerk to assist reservists to making PE appointments and the processing of medical payments.
8. Liaison w/(rsa) Security Program Clerk to assist reservists in preparing program documents.
9. Assist urinalysis coordinators in collection activities.
10. Assist RUCOs in all aspects of unit administration i.e., unit newsletter, correspondence, awards auditing etc.
11. Receive and store supplies for reserve units.
12. Initial review all purchase requests for completeness and availability of funds, maintain tickler for orders.
13. Issue stationary supplies.
14. Assist in field sourcing of vendors for maintenance and purchase contracts.

Encl. (3) to COMDTINST 5310.2

15. Assist in the maintenance and disposal of unit property including office equipment.
16. Assist in reserve personnel travel and transportation needs.
17. Maintain berthing facility.
18. Process reserve unit mail.
19. Provide GSA vehicle whenever possible and appropriate.
20. Provide Standard Workstation training ie. Document Designer, E-MAIL etc.
21. Provide support for special functions, i.e. Change of Command, Retirements, Awards etc.
22. Assist active duty commands, providing expertise on reserve issues whenever and wherever appropriate.

SDAII INSTALLATION SCHEDULE

NOV: KODIAK, NEW ORLEANS (*), GALVESTON, TOPEKA, SEATTLE (*),
SW HARBOR, MOBILE, KETCHIKAN, ALAMEDA (*), SAN DIEGO (*),
YORKTOWN, CORPUS CHRISTI, HOUSTON

DEC: SAN FRAN, MILWAUKEE, BOSTON (*), BALTIMORE, CAPE COD,
JUNEAU (*), MCCLLN AFB

JAN: WOODS HOLE, PORT ANGEL, NORTH BEND, MONTEREY, NEW LONDON,
CLEVELAND (*), WARRENTON

FEB: BROOKLYN, HONOLULU (*), MCKINLEYVIL, S. PORTLAND,
ALEXANDRIA, GRAND HAVEN, CAPE MAY, CHARLESTON, ST. PETE,
MIAMI (*)

MAR: KEY WEST, WASH DC, LONG BEACH (*), SILVER SPRING, SAN JUAN,
PORTSMOUTH (*), ELIZ CITY, PETALUMA

APR: SANDY HOOK, ATLANTIC BCH, NEW YORK, ST. LOUIS (*)
(*) - INCLUDES RESERVE PERSRU

MEASUREMENT

1. All levels of management will need information on the performance of the Reserve program to make proper decisions. The measurement system is designed to provide that information and answer the following questions:
 - a. Is the Reserve Program working?
 - b. If so, how well is it working?
 - c. How is the Reserve Program working at one unit compared to performance at other units?
 - d. How is the Reserve Program working compared to last year/month?
 - e. If the Reserve Program is not working, where should energy be focused in order to improve?
 - f. Should more/less resources be devoted to performing this activity? Where should resources be added/removed?
2. To answer these questions, managers also need to understand the transactions occurring. The following transactions occur in the Reserve Program at field unit level.
 - a. Active commands use reservists to perform work and accomplish missions. As a result, managers need information to answer the following questions:
 - 1) Was the mission accomplished?
 - 2) What percentage of the manpower was provided by reservists?
 - 3) How satisfied are commanders with the work performed by reservists?
 - 4) Do units have the right number of reservists, with the right skills where they are needed?
 - b. Active commands provide on-the-job training and supervision to reservists. As a result, managers need information to answer the following questions:
 - 1) How proficient are reservists?
 - 2) How satisfied are reservists with the training received?
 - c. Reservists receive personnel services from various support organizations. As a result, managers need information to

- ## Reserve Delivery Evaluation

Event: _____

Date: _____

1. The reserve performed duties that were valuable to me as an operational commander

Strongly Disagree

Strongly Agree

1

2

3

4

5

- Strongly Disagree

Strongly Agree

Encl. (5) to COMDTINST 5310.2

1 2 3 4 5

3. Sufficient numbers of reservists with desired skills were available to perform the duties needed by me as the operations commander.

Strongly Disagree

Strongly Agree

1 2 3 4 5

5. As operational commander I was able to easily use existing legal and personnel mechanisms to call reservists to duty when needed.

Strongly Disagree

Strongly Agree

1 2 3 4 5

6. The required number of reservists reported for duty with sufficient promptness to meet my requirement as operation commander.

Strongly Disagree

Strongly Agree

1 2 3 4 5

7. The reserve received adequate support from pay, personnel and family systems.

Strongly Disagree

Strongly Agree

1 2 3 4 5

8. There is a high degree of trust between reservists and members of the commander are free and open.

Strongly Disagree

Strongly Agree

1 2 3 4 5

9. Communications between the reserve program leadership and the operational commander are free and open.

Strongly Disagree

Strongly Agree

1 2 3 4 5

10. I have the following comment concerning performance by the Reserve Program:

Things I liked best:

Things I liked least:

Suggestions for improvement:

JOB SATISFACTION and RETENTION

People are satisfied with their jobs when four conditions exist:

1. They understand what the organization expects in their job performance.
2. Those organizational expectations are aligned with their personal behavior needs (e.g. security, power, esteem, fun, freedom, learning).
3. They have the capacity (time, equipment, skills, procedures) to accomplish what's expected of them.
4. Performance receives appropriate recognition (closing the loop with the personal behavior need).

Retention means keeping desirable people in the work force at decision points when they have the opportunity to go elsewhere. Retention provides an organization with several attributes which are of potential benefit, including higher levels of experience and maturity which result in better judgment and quality leadership. Retention is influenced by job satisfaction, workload demands, stability, family support, pay and benefits, and competition in the external labor environment.

WORK GROUP PERFORMANCE, RECOGNITION AND JOB PERFORMANCE GOALS

Please circle the number that best describes your feeling about each statement.

1. The quantity of output by the persons I work with is very high

Strongly Disagree						Strongly Agree
1	2	3	4	5	6	7
2. The quality of output by the persons I work with is very high

Strongly Disagree						Strongly Agree
1	2	3	4	5	6	7
3. When high priority work arises, such as short deadlines, crash programs and schedule changes, the persons I work with do an outstanding job in these situations.

Strongly Disagree						Strongly Agree
1	2	3	4	5	6	7
4. My unit always gets maximum output from available resources (the people and the equipment).

Strongly Disagree						Strongly Agree
1	2	3	4	5	6	7
5. My unit has the potential to produce better quality work given the opportunity

Strongly Disagree						Strongly Agree
1	2	3	4	5	6	7
6. My unit completes its assigned duties in the shortest amount of time possible

Strongly Disagree						Strongly Agree
1	2	3	4	5	6	7
7. Personnel in my unit are recognized for outstanding performance

Strongly Disagree						Strongly Agree
1	2	3	4	5	6	7

Encl. (5) to COMDTINST 5310.2

8. People who perform well receive recognition	Strongly Disagree	1	2	3	4	5	6	Strongly Agree
9. The Coast Guard rewards people based on performance	Strongly Disagree	1	2	3	4	5	6	Strongly Agree
10. At my unit, I know exactly what is expected of me in performing my job.	Strongly Disagree	1	2	3	4	5	6	Strongly Agree
11. At my unit, my job performance goals are challenging	Strongly Disagree	1	2	3	4	5	6	Strongly Agree
12. At my unit my job performance goals are clear	Strongly Disagree	1	2	3	4	5	6	Strongly Agree
13. At my unit my job performance goals are specific	Strongly Disagree	1	2	3	4	5	6	Strongly Agree
14. At my unit my job performance goals are realistic	Strongly Disagree	1	2	3	4	5	6	Strongly Agree
15. I receive the training needed to perform by work assignments	Strongly Disagree	1	2	3	4	5	6	Strongly Agree

PERSONNEL SUPPORT

1. I always receive my pay on time
Strongly Disagree 1 2 3 4 5 6 Strongly Agree 7
2. My pay is always accurate
Strongly Disagree 1 2 3 4 5 6 Strongly Agree 7
3. Once a pay is problem is identified, it is always resolved in an efficient and timely manner
Strongly Disagree 1 2 3 4 5 6 Strongly Agree 7
4. Information about reserve benefits is readily available
Strongly Disagree 1 2 3 4 5 6 Strongly Agree 7
5. Information about reserve benefits is easily understood
Strongly Disagree 1 2 3 4 5 6 Strongly Agree 7
6. When I need to obtain information from my service record, accurate information is always available
Strongly Disagree 1 2 3 4 5 6 Strongly Agree 7
7. Information about changes in policies is provided to Reservists in a timely manner
Strongly Disagree 1 2 3 4 5 6 Strongly Agree 7

Encl. (5) to COMDTINST 5310.2

- | | | | | | | | |
|----|--|---|---|---|---|---|----------|
| 8. | Information about changes in policies is accurately communicated to Reservists | | | | | | |
| | Strongly | | | | | | Strongly |
| | Disagree | | | | | | Agree |
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
-
- | | | | | | | | |
|----|---|---|---|---|---|---|----------|
| 9. | Changes in policies are fully explained to reservists | | | | | | |
| | Strongly | | | | | | Strongly |
| | Disagree | | | | | | Agree |
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
-
- | | | | | | | | |
|-----|---|---|---|---|---|---|----------|
| 10. | Administrative policies are always applied in a uniform and consistent manner | | | | | | |
| | Strongly | | | | | | Strongly |
| | Disagree | | | | | | Agree |
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

RPAL INPUT FORMATS

This enclosure provides guidance and instructions for the development of a proposed RPAL. It contains two attachments:

- (a) Identify the active units at which reservists drill. This describes an electronic file that will be sent by G-RST to each (rs) requesting the ATU and OPFAC.of the units where reservists drill.
- (b) Propose an RPAL that meets each active unit's needs for reservists to perform part time, surge, and seasonal work. For this first effort, we will be working from the baseline of current authorized strength. This task asks districts to identify needed resources by "what kind" (0-3 with EIC 42, BM2/3, CW03 COMMS, etc.), and how many of each, for four different conditions. Given past budgetary uncertainty, we need to identify the possible distribution of resources if districts were only authorized 70 and 90 percent of current strength, and where new resources would be used if districts were authorized 110 and 130 percent of current strength.

Encl. (6) to COMDTINST 5310.2

Attachment (a) to Enclosure (6):

Where do Reservists currently drill/augment? There is no standardized or centralized storehouse of information on the active unit drilling location for most reservists.

The next page is an example listing of SELRES personnel assigned to a Reserve Unit. It lists: the OPFAC of the RU; the RU name; rank, name, SSN (all zeros for this list), and component (IRR or SELRES) for each person attached. At the end of each line are spaces to provide the ATU and OPFAC of the unit where the person augments/drills. This will normally be an active duty command, but may be the RU if no active command is augmented.

G-RST has sent a listing similar to this example by e-mail to each (rs). The list is an OFIS Document Designer file with all the RUs in your district, and the reservists attached to those RUs. On that electronic file, type in the ATU and OPFAC of the unit where the person augments/drills. If a person is no longer drilling, or no longer at that unit, type "XX" in the ATU column. If there are people newly assigned or missing for any other reason, add them to the end of the listing for that RU. Add any IRR members who regularly drill with that RU.

Please return the completed file as an attachment to e-mail to CWO Dick Bates at r.bates/g-rn02.

Encl. (6) to COMDTINST 5310.2

OFFAC	UNIT NAME	RANK	NAME	SSN	COMPONENT	ATU	OFFAC
-----	-----	-----	-----	-----	-----	---	-----
14-82961	CGRU MSO HONOLULU	LCDR	JOSEPH	LUCAS	000000000	SELRES	
		LCDR	ROYDON	KOBAYASHI	000000000	SELRES	
		LTJG	KEVIN	NISHIMURA	000000000	SELRES	
		PSS3	JOHN	MCMAHON	000000000	SELRES	
		SA	AMY	GARON	000000000	SELRES	
		DP2	YEW	SIU	000000000	SELRES	
		PSCM	STEPHEN	MURASHIGE	000000000	SELRES	
		PSCS	MANUEL	PUNZAL	000000000	SELRES	
		PSC	JULES	MEYER	000000000	SELRES	
		PSC	RICHARD	PANG	000000000	SELRES	
		PSC	DAVID	KOKATA	000000000	SELRES	
		PSC	JUAN	TABULOG	000000000	SELRES	
		PS1	SCOTT	MORSE	000000000	SELRES	
		PS1	KENNETH	THOMPSON	000000000	SELRES	
		PS1	JOSEPH	MALUO	000000000	SELRES	
		PS2	JAMES	JONES	000000000	SELRES	
		PS2	CAROLINA	KUOHA	000000000	SELRES	
		PS2	JERRY	ROBERTS	000000000	SELRES	
		PS2	TYLER	IPPONGI	000000000	SELRES	
		PS3	JERRY	GILLEY	000000000	SELRES	
		PS3	GLENN	MAYEDA	000000000	SELRES	
		PS3	EDMUNDO	MENDOZA	000000000	SELRES	
		PS3	THOMAS	YAMASHITA	000000000	SELRES	
		PS3	SEAN	OMATSU	000000000	SELRES	
		PS3	CRAIG	MENDENCE	000000000	SELRES	
		PS3	JOHN	MCGUIRE	000000000	SELRES	
		PS3	FERNANDO	URGELLES	000000000	SELRES	
		SNPS	HIDEO	SIMON	000000000	SELRES	

Encl. (6) to COMDTINST 5310.2

Attachment (b) to Enclosure (6):

What kind and how many reservists do active units need to meet the part- time, surge, and seasonal components of their missions? The next page is an example of a complete form submitted by a fictitious unit. It describes the form of the information requested. The last page of this attachment is a template to enable districts to provide the information using a standardized format.

For each active unit that requires reserve augmentation, provide the following in the respective columns of the template:

Specialty: This is the rating for enlisted (e.g., BM, MK), specialty for warrant officer (e.g., BOSN, F&S), or experience indicator for officer (e.g., 42,70). This would identify the skills needed to accomplish the work required.

Billet Range: This is the desired level of the billet. For example, if the billet can be an E-4 to E-6, enter E4-E6. If you desire an E-5 enter ES. Use similar approach for other billets.

Number needed at various strength levels. Given current authorized strength as listed in Enclosure (7) of this Instruction, how many of what kind of reservists would be needed at each active unit if strength were reduced to 70 and 90 percent of current, or increased to 110 and 130 percent of current?

Initial RPAL (EXAMPLE)

Augmented Command (OPFAC)	Speciality/ Qual Codes	Billet Range	Number needed at nn percent of district authorized strength				Proposed Reserve Unit (OPFAC)
			70	90	110	130	
STATION ANNAPOLIS (05-#####)	BM	E7	0	0	2	2	RU STATION ANNAPOLIS (05-82362)
	BM	E6	1	2	2	2	
	BM	E5-E6	1	1	2	3	
	BM	E4-E5	5	5	7	7	
	DC	E4-E5	0	2	2	2	
	MK	E6	2	2	2	2	
	MK	E5-E6	1	2	1	4	
	MK.	E4-E5	4	4	4	4	
MSO BALTIMORE (05-#####)	42	O5	0	(etc.)			RU MSO BALTIMORE (05-82366)
	42	O4-5	2				
	42	O2-3	4				
	PSS	W4	1				
	BM	E6	0				
	BM	E4-5	2				
	EM	E4-6	1				
	MK	E6	1				
	MK	E4-5	3				
	PS	E8-9	0				
	PS	E7-8	1				
	PS	E6-7	2				
	PS	E4-5	4				

Encl. (6) to COMDTINST 5310.2

Initial RPAL (EXAMPLE)

Augmented Command (OPFAC)	Speciality/ Qual Codes	Billet Range	Number needed at nn percent of district authorized strength				Proposed Reserve Unit (OPFAC)
			70	90	110	130	

Encl. (7) to COMDTINST 5310.2

FY 1995 District Strength Targets--8,000---

District	06	05	04	03/01	CWO	Total Officer	Total Enlisted	Total SELRES	FEMA Billets	SSS Billets	MARTP Billets	Total SELRES
1st	6	23	73	82	37	221	1239	1460	5		27	1510
2nd	4	18	20	43	18	103	528	631	3	3		637
5th	4	24	57	94	19	198	1180	1378	1			1379
7th	5	22	44	76	20	167	850	1017	5			1023
8th	3	12	28	53	13	109	649	758	2		11	771
9th	2	5	26	46	20	99	670	769	3	3		775
11th	8	24	56	84	28	200	977	1177	3	1	8	1189
13th	2	10	26	45	18	101	514	615	2			617
14th	2	3	6	11	5	27	123	150	1			151
17th	0	1	2	3	1	7	38	45				45
Totals	36	142	338	537	179	1232	6768	8000	25	7	46	8078
FEMA IMAs		25				25		25				
SSS IMAs				7		7		7				
MARTP							46	46				
Total SELRES	36	167	338	544	179	1264	6814	8078				

FY 1995 District Strength Targets--8,000---

District	06	05	04	03/01	CWO	Total Officer	Total Enlisted	Total SELRES	FEMA Billets	SSS Billets	MARTP Billets	Total SELRES
1st	6	23	73	82	37	221	1239	1460	5		27	1510
2nd	4	18	20	43	18	103	528	631	3	3		637
5th	4	24	57	94	19	198	1180	1378	1			1379
7th	5	22	44	76	20	167	850	1017	5			1023
8th	3	12	28	53	13	109	649	758	2		11	771
9th	2	5	26	46	20	99	670	769	3	3		775
11th	8	24	56	84	28	200	977	1177	3	1	8	1189
13th	2	10	26	45	18	101	514	615	2			617
14th	2	3	6	11	5	27	123	150	1			151
17th	0	1	2	3	1	7	38	45				45
Totals	36	142	338	537	179	1232	6768	8000	25	7	46	8078
FEMA IMAs		25				25		25				
SSS IMAs				7		7		7				
MARTP							46	46				
Total SELRES	36	167	338	544	179	1264	6814	8078				